

Feedback

Useful feedback is:

1. Given with Care.

To be useful, feedback requires the giver to feel concern for and to care for the person receiving feedback - to want to help, not to hurt the other person.

2. Given with attention.

It is important to pay attention to what you are doing as you give feedback, this helps you to engage in a two way exchange with some depth of communication.

3. Invited by the Recipient

Feedback is most effective when the receiver has invited the comments. This provides a platform for openness and some guidelines ; and it also gives the receiver an opportunity to identify and explore particular areas of concern.

4. Directly Expresses

Good feedback is specific and deals clearly with particular incidents and behaviour. Pussy footing or making vague and woolly statements is of little value. The most useful help is direct, open and concrete.

5. Fully Expressed

Effective feedback requires more than a bald statement of facts. Feelings also need to be expressed so that the receiver can judge the full impact of his or her behaviour.

6. Uncluttered by Evaluative Judgements

Often it is helpful not to give feedback composed of judgements or evaluations. If you wish to offer judgements, then it is necessary to state clearly that these are matters of subjective evaluation and then to simply describe the situation as you see it and let the person concerned make the evaluation.

7. Well Timed

The most useful feedback is given when the receiver is receptive to it and is sufficiently close to the particular event being discussed for it to be fresh in his or her mind. Storing comments can lead to a build up of recriminations and reduces the effectiveness of feedback when it is finally given.

8. Readily Actionable

The most useful feedback centres around behaviour that can be changed by the receiver. Feedback concerning matters outside the control of the receiver is less useful. It is often helpful to suggest alternative ways of behaving that allow the receiver to think about new ways of tackling old problems.

9. Checked and Clarified

If possible, feedback should be checked out with other people to explore whether one person's perceptions are shared by others. This especially useful in a training group and also can be promoted in a work team. Different viewpoints can be collected and assimilated, points of difference and similarity clarified, and a more objective picture developed.

Feedback should be:

Dynamic	- about something the person can change
Non coercive	- the person should not be required to make changes
Considerate	- be aware of possible ramifications and the consequences of change
Descriptive	- report observations without inference or implication
Accurate	- do not use values-laden or biased statements
Recent	- give feedback immediately to have maximum relevance

The DESC Model for Giving Feedback

Describe the thought/feeling you had in response to the behaviour

Examples you saw of this occurring

Suggest the change(s) that might be made to make this a more successful experience

Consequences that would result from adopting this change

Feedback from Team

Comments to be objective, concise, positive to the person involved and about behaviour - not the person

1. Behavioural style most observed - be positive, not negative

2. What action could be taken to increase effectivenessas a team memberas a leader

Reaction to Team Feedback

1. Accept feedback with open mind - be objective.

2. Be positive

3. Listen

4. Remember the Experiential Learning Cycle !

Goal Setting

To be meaningful your goal will be **SMART**

1. **Specific** You should set one goal at a time, stating exactly what you are responsible for.
2. **Measurable** Your goal must be stated so that it is measurable in time and quantity
3. **Achievable** The goals you set must be achievable given your strengths and abilities
4. **Realistic** When all factors are considered
5. **Time-framed** Within a set time frame

The Goal is

Specific steps towards achieving this goal:

- 1.
- 2.
3. etc etc

START NOW !!!!!

Things to consider

1. What personal shortcomings or skill deficiencies will keep you from achieving your goal ?
2. What external barriers will keep you from achieving your goal ?
3. Who can help you achieve your goal ?
4. What are you dissatisfied about ? What are you going to do about it ?
5. Can you visualise yourself reaching your objective ?
6. What factors will make it difficult for you to reach your objective ?
7. How can you get rid of these excuses ?
8. What do you have at stake ? eg survival, self esteem, money, reputation
9. How can you create a support system around you ?
10. How can you make your idea more attractive to other people ?
11. What gives you the courage to act on your ideas ? Having a well thought plan ?
..... Encouragement ?Faith in your ideas ?
12. What tight deadline can you give yourself ?
13. What resistance do you expect to your idea ? How can you overcome it ?
14. What are you willing to do to put your idea into action ?
15. How persistent are you ?

Other characteristics to consider

1. Desirable Some level of passion or need to complete the task
2. Growth Enhancing A positive benefit for me for the goal
3. Challenging The goal is a challenge or a stretch for me
4. I am able to visualize the steps to complete the goal
5. I know both the rewards and the consequences (risks) in the goal that I set
6. The goal that I set must have some level of moral and ethical rightness, my goal should not harm another person

"Yours and my future...
 Is not some place you are going to
 It is not found
 It is made
 It is created
 And in making paths to it,
 it changes both the maker and the destination"